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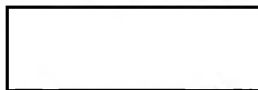
TO :

*Mr Childs*

DATE:

*4/Aug/50*

FROM :



SUBJECT:

*Implementation of the Report of the ad hoc  
Committee on Atomic Energy Intelligence.*

*I recommend that the attached (in draft form)  
memorandum be distributed to the  
Director as the essential steps to im-  
plement the ad hoc committee report.*

*OSI concurs. I have discussed (ever)*

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1 August 1950

MEMORANDUM FOR: THE DIRECTOR

Subject: The Coordination of Collection Activities

Reference: (a) Report of the Ad Hoc Committee on Atomic Energy Intelligence to the Director of Central Intelligence, dated 9 June 1950

(b) Memorandum from the DCI to the Executive Secretary, NSC, dated 28 June 1950, subject: Atomic Energy Intelligence

(c) Memorandum for the DCI from the Executive Secretary, NSC, dated 25 July 1950, subject: Atomic Energy Intelligence

1. COAPS has been instructed to make recommendations concerning the implementation of Reference (a) in the light of the other references. Since Reference (c) contains remarks of the Secretary of Defense which repudiate the IAC comments in Reference (b) and challenge this Agency to take action to establish "effective coordination of Federal intelligence activities", we have given much weight to the actual ad hoc committee report, Reference (a).

2. The committee found that <sup>every</sup> ~~there is~~ deficiency in atomic energy intelligence ~~which~~ is ~~not~~ a deficiency of the intelligence structure as a whole. Then, in its General Conclusions the committee stated: "----- it is evident that significant improvement in this specific field can be brought about only if there is a similar improvement of the entire intelligence operation."

3. The deficiencies of the intelligence structure found by the committee to

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have a bearing on atomic energy intelligence are almost exclusively in the collection field, which through observation we know to be chaotic. Order can be brought from chaos only if effective leadership by the DCI is supplied in compliance with the National Security Act of 1947. The first step to obtain authority to enable the DCI to fulfill this essential role has been taken in the submittal of the proposed basic NSCID to the Undersecretary of State. But, as pointed out by the Committee, before CIA can be successful in applying such a directive, our own house must be put in order.

4. Our house is not in order as far as collection activities are concerned because we have never reached a sound solution for the placement of responsibility for their coordination. For a long time there has been discussion as to where to assign this function, but no decision satisfactory to all interested parties has been found. It is submitted that the reason for this failure is that all consideration of the matter has been based on the idea that the function can be delegated to an assistant director, whereas all trials have proved the reverse. The coordination of collection activities requires decisions at a level which can direct; there are too many conflicting interests, pro and con, to permit this function to be exercised on a cooperative basis among equals. When it is realized that the function of the coordination of collection activities within CIA should carry with it the same for the Government as a whole, the necessity for the retention

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of the function at a high level cannot be questioned.

5. It appears incontrovertible, therefore, that the DCI himself must handle the coordination of collection activities by positive direction. Yet he cannot be expected to deal with all the details of the function. For this reason, *from Asst Director for Collection* staff assistance is necessary. COAPS now has the charter to render such assistance, but despite its charter it has not been so recognized and, in any event, it is inadequately manned. No question of a great increase of strength is involved, however, since COAPS need not take over handling the day-to-day business of collection in accordance with established policy. COAPS should devote itself to the overall coordination of collection, including the examination of the collection *outside CIA?* field to determine its deficiencies, and should submit appropriate recommendations to the DCI. In order to carry out such duties effectively, COAPS should have a "Collection Policy Division" composed initially of a chief and two professionals with some clerical assistance, the professionals to be selected one each from the present personnel of OO and OSO. Any further strength for the Division could be authorized later if the work of the Division appeared to make this necessary. The remainder of COAPS could be designated ~~the~~ "General Policy Division" to carry out its present recognized functions. COAPS as a whole should be placed under a competent CIA official *what? (in view of the imminent departure of Mr. Childs)*

6. Under normal practice, this idea *what?* should be coordinated with all offices of CIA before being submitted to the DCI. Yet the present international situation

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will not permit the loss of time which would be entailed. In any event, this suggestion has been thoroughly explored by COAPS and by OSI (in connection with the work of the ad hoc committee on atomic energy intelligence) and both are <sup>in</sup> complete agreement that this memorandum suggests the only practicable method for obtaining effective coordination of collection activities. The unsolved problems in the collection field are a positive detriment to national security, and their solution must be approached with a sense of urgency.

7. The recent Management Staff proposal for the realignment of certain Agency functions (including certain collection functions) has met with varying reactions which would take time to consider. Furthermore, the Management proposal has the disadvantage that it would disrupt the organization of the Agency in a time of emergency. It is believed probable that, if the COAPS proposal herein were accepted, no reassignment of collection functions would be necessary, because the essential machinery would be created for the processing for decision by the DCI of matters beyond the authority of any assistant director to resolve. On such a basis, the assistant directors concerned need only implement established policy, and the present organization could probably be made to work.

Recommendations:

8. In the light of the above discussion, the following recommendations are submitted in order to provide for the implementation of Reference (a):

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a. That, without change in its present overall statement of functions, COAPS be recognized by the Director as his staff group to assist in the discharge of his function to coordinate the collection activities of the Government;

b. That a competent CIA official be ~~selected~~ at once as chief of COAPS; to assume the duty at an appropriate time;

c. That COAPS be organized in two divisions, a "General Policy Division" and a "Collection Policy Division";

d. That the "General Policy Division" consist of the personnel currently authorized for COAPS, and that the Division continue the present work of the Staff;

e. That the "Collection Policy Division" be authorized three professionals to consist of one GS-15 and two GS-13's (the latter to be detailed one each from OO and OSO), and two stenographers, one GS-6 and one GS-5;

f. That the statement of functions contained in the enclosure be approved for the "Collection Policy Division" as an addendum to the COAPS statement;

g. That no realignment of the collection functions of the Agency be made unless recommended by COAPS as reconstituted.

PRESCOTT CHILDS, Chief  
Coordination, Operations  
and Policy Staff

Enclosure: Statement of Functions

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ENCLOSURE

FUNCTIONS OF THE  
COLLECTION POLICY DIVISION  
COORDINATION, OPERATIONS AND POLICY STAFF

1. Makes recommendations to the Director of Central Intelligence, through the Chief, COAPS, designed for the coordination of collection activities of the U. S. Government.
2. Formulates CIA policy for the conduct of internal collection activities to ensure that they be so conducted as to be immediately responsive to the needs of the production activities they serve.
3. Continuously assesses the effectiveness of the collection activities of the U. S. Government in order to determine their deficiencies; makes recommendations to the DCI, through the Chief, COAPS, designed to correct the deficiencies discovered.
4. Exercises staff supervision of the collection activities of the Government.

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